

General Employee Competency Model

INTERPERSONAL SKILLS

1. Building Positive Working Relationships
2. Building Trust
3. Communication Skills

COLLABORATION SKILLS

4. Working Together as a Team
5. Customer Service Skills
6. Partnering with Supervisor

SELF-MANAGEMENT SKILLS

7. Quality Focus
8. Adaptability
9. Decision-Making
10. Planning and Organizing
11. Continuous Learning
12. Professional Knowledge/Expertise

INTERPERSONAL SKILLS

1. Building Positive Working Relationships: Developing and using collaborative relationships with internal and external partners and customers to facilitate the accomplishment of work goals.

Key Behaviors:

- Keeps people within and outside the department updated and informed in a timely manner.
- Values others' knowledge and expertise. Invites the input and feedback of others. Fully considers others' explanations/points of view.
- Acknowledges requests from others promptly. Is available and responsive. Shows up on time for meetings and appointments.
- Maintains a positive attitude.
- Initiates open and candid relationships with people at all levels.
- Interacts effectively with own and higher managers; builds solid relationship with boss.
- Cooperates with others to pursue mutual goals.

2. Building Trust: Interacting with everyone in a way that gives them confidence in one's intentions and those of the organization; fostering an environment that is fair and open to new ideas.

Key Behaviors:

- Builds trust by being reliable and dependable. Follows through on commitments.
- Gives credit where credit is due.
- Treats people fairly and with respect.
- Expresses consistent point of view to different audiences.
- Is honest and straightforward with others. Maintains confidentiality and high personal ethical standards.
- Communicates rationale for decisions/actions. Admits ineffective decisions.

3. Communication Skills: Clearly conveying information and ideas through a variety of media to others in formal and informal settings in a manner that engages them and helps them understand and retain the message.

Key Behaviors:

- Organizes thoughts before speaking, and concentrates on key points. Communicates clearly and articulately. Speaks concisely and to the point.
- Uses examples to clarify a point.
- Says what is on their mind in a direct but tactful manner.
- Adapts communication style to fit the audience. Uses appropriate language to set the proper “tone” of the communication.
- Writes correspondence that is professional, accurate, and grammatically correct.
- Asks questions to encourage others to elaborate on their thoughts. Listens carefully to input without interrupting. Clarifies what others say to ensure understanding.
- Uses multiple methods to communicate messages and consistently chooses methods that are appropriate for the message that is being relayed.

COLLABORATION SKILLS

4. Working Together as a Team: Actively participates as a member of the team toward the completion of team goals.

Key Behaviors:

- Contributes effectively in team meetings, informal team gatherings, and other team settings.
- Develops productive and cooperative relations with other team members. Integrates new people into the team.
- Demonstrates cooperation among team members; focuses on accomplishing shared goals. Offers to help when co-workers are facing a deadline.
- Values the opinions of others and is open to knowledge/expertise within unit/department.
- Expresses disagreement with other members of the team in a constructive manner.
- Acknowledges the contributions of others.
- Shares knowledge, expertise, and resources with team members to effectively accomplish team goals.
- Commits to the success of the entire team, not simply one’s own success. Stays focused on team goals.
- Asks for help when necessary. Alerts others early in the process when realizing a commitment will not be met.
- Speaks positively of team members and team goals.
- Goes beyond daily job responsibilities to help the team succeed.

5. Customer Service Skills: Recognizing that the unit exists to support its customer’s needs. Making customers and their needs a primary focus of one’s actions.

Key Behaviors:

- Understands who customers are, both internal and external. Makes customer service a top priority.
- Applies policies and procedures consistently when dealing with customer issues.
- Strives to understand and fulfill the needs and expectations of internal and/or external customers.
- Educates customers in the processes and procedures of the unit.

- Acknowledges and responds quickly to customers' needs and requests in a professional and courteous manner.
- Takes customer complaints seriously and works to resolve issues and restore customers' satisfaction with unit services.

6. Partnering with Supervisor: Working with supervisor to achieve the goals of the unit. Taking responsibility to fully understand one's own role in supporting the goals of the unit.

Key Behaviors:

- Keeps supervisor informed of potential issues (e.g., escalating customer complaint, limited resources). Proactively takes appropriate issues to supervisor as soon as possible.
- Is prepared and organized when meeting with supervisor. Values and respects supervisor's time.
- Asks questions of supervisor to ensure understanding of assigned tasks/projects.
- Seeks performance feedback from supervisor.
- Maintains an open and honest relationship with supervisor.
- Presents alternatives along with issues and actively supports those decisions once they are made.

SELF-MANAGEMENT SKILLS

7. Quality Focus: Establishing and exceeding high standards of excellence in all elements of one's work.

Key Behaviors:

- Accurately and carefully follows established procedures for completing work tasks.
- Diligently watches over job processes, tasks, and work products to ensure freedom from errors, omissions, or defects.
- Identifies and initiates action to correct quality problems or notifies others of quality issues as appropriate.
- Strives to ensure quality problems are followed up on.
- Demonstrates a passion for exceeding expectations. Does not tolerate low quality work.

8. Adaptability: Maintaining effectiveness when experiencing major changes in work tasks or the work environment. Embraces change and consistently remains flexible to new work demands.

Key Behaviors:

- Tries to understand changes in work tasks, situations, and environment as well as the logic or basis for change; actively seeks information about new work situations.
- Treats change and new situations as opportunities for learning and growth; focuses on the beneficial aspects of the change speaks positively about the change to others.
- Quickly modifies behavior to deal effectively with changes in the work environment; readily tries new approaches appropriate for new or changed situations; does not persist with ineffective behaviors.
- Adjusts to new practices and responsibilities while maintaining existing workload and quality.
- Maintains a positive attitude in the face of change; assists others in understanding the change.

9. Decision-Making: Identifying and understanding issues, problems, and opportunities; using effective approaches in choosing a course of action or developing appropriate solutions; taking appropriate action.

Key Behaviors:

- Considers the importance of the decision in determining how deeply to go into information gathering and data analysis.

- Gathers all the needed facts to make an informed decision. Identifies the root cause(s) of problems.
- Involves those impacted by the decision in the decision-making process.
- Communicates the rationale behind decisions.
- Considers the consequences and impact of decisions.
- Implements decisions. Accepts accountability for the results.
- Makes day-to-day decisions within scope of job responsibilities. Knows when to take issues to supervisor (e.g., unique, high impact, controversial).

10. Planning and Organizing: Effectively managing one's own time and resources to ensure that work is completed efficiently.

Key Behaviors:

- Understands the timeframe available and creates a plan to work within and meet the established timeline.
- Understands the relationships and dependencies between parts of a project. Takes the schedules and priorities of others into account.
- Establishes both short and long-term goals to facilitate the accomplishment of one's own work duties
- Keeps track of numerous projects and tasks at the same time. Utilizes planning tools. Has a system for planning and organizing one's own time. Monitors individual progress.
- Effectively and efficiently makes use of time and resources.
- Works with supervisor to identify the resources needed for work activities.
- Understands department priorities, categorizes assignments and tasks based on urgency and importance and adjusts appropriately as needed.

11. Continuous Learning: Seeks opportunities to learn from experience and from others. Consistently takes advantage of learning opportunities and applies newly acquired knowledge and skills on the job.

Key Behaviors:

- Identifies opportunities to build skills, knowledge, and expertise. Learns new skills as needed and applies new skills on the job.
- Openly seeks feedback from others to improve own performance. Values the input of peers, subordinates, and others.
- Sets developmental goals for self and works to attain them.
- Partners with supervisor to discuss developmental goals. Takes responsibility to achieve goals.
- Participates in learning activities in a way that makes the most of the learning experience (e.g., takes notes, asks questions, keeps on-the-job applications in mind).

12. Professional Knowledge/Expertise: Having achieved a comprehensive level of technical and professional skill or knowledge in position-related areas.

- **Policies and Procedures**—Maintains knowledge of and applies applicable policies and procedures and specific functional area.
- **Government Rules and Regulations**—Understands applicable governmental rules and regulations and their impact.
- **Financial Management/Fiscal Responsibility**— Practices responsible stewardship of taxpayer money.
- **Field Trends and Developments**—Stays abreast of current developments and trends in all relevant areas of one's field.

- Works to keep up with developments in own area of expertise.
- Develops and maintains job specific/technical competencies.
- Achieves and maintains required certifications/licenses.
- Recognizes the impact of changes and developments in area of expertise to public service.